



City of Westminster

Community Vision Report

2008



2008 Community Survey
&
2008 Community Workshop

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The 2008 Westminster Citizen Survey was mailed out to residents from June to July 2008.

The 2008 Westminster Community Vision Workshops were held from October to November 2008.

DISCLAIMER: The information contained in this report represent verbatim comments from residents of the City of Westminster collected in 2008 and do not represent the opinions of the Mayor, the Common Council or the Staff of the City of Westminster.

We thank the residents of Westminster for taking the time for participating in this important exercise.

2008 Community Vision Report

Part 1: Community Survey

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Introduction: 2008 Citizen Survey

In June 2008, the Planning, Zoning and Development Department mailed out a survey to 6,000 households in the City of Westminster. This was the first time a survey had been administered to identify the strengths and weaknesses of the City of Westminster as place to live, work and visit. Of the 6,000 households that received the survey, 1,300 completed surveys were returned, providing a 22% response rate.

The areas of focus for the 2008 City of Westminster Citizen Survey included:

- ☐ City Services
- ☐ City Streets
- ☐ Utility and Environmental Services
- ☐ Transportation
- ☐ Public Safety
- ☐ Recreation & Parks
- ☐ Economic & Community Development
- ☐ Downtown Westminster
- ☐ City Communication & Information
- ☐ Budget Priorities

The results of the survey offered two main types of data for City administration to review. First, survey respondents were asked to rank city services and amenities. This provided the City administration with statistics to analyze the quality of city services as well as the quality of life for residents in Westminster. Second, survey respondents were asked eight open-ended questions where they had the opportunity to write comments or suggestions for each question. These comments and suggestions offered City administration a closer look at what citizens want and care about beyond numbers through specific and personal responses.

Staff calculated the rankings of the quality of city services and the quality of life into percentages that represent the overall resident satisfaction. The last question of the survey asked respondents to identify where they live in Westminster based on neighborhood planning areas.

The planning areas allow city administration to study the city not only as a whole but also by individual neighborhood planning areas. Staff calculated the rankings into percentages that represent the satisfaction of the residents of each neighborhood planning area. This allows city administration to compare and contrast specific survey responses to prioritize major issues of concern.

The eight questions that asked survey respondents to provide comments or suggestions gave Staff a collection of quality verbatim responses, meaning each answer is unique but similar conceptually. In order to organize the large amount of unique answers into useable data, Staff assigned each answer a category, which would allow the frequency of answers to be studied and analyzed. This is another method used to assist city administration in prioritizing major issues of concern voiced by residents. This report lists the specific comments that best represent the categories of comments.

Section 1: Transportation

How do Westminster residents rate the condition of City streets? Over 71% of residents are satisfied with the maintenance of City streets while about 20% of comments described the need for street repairs. Residents pointed out the conditions of specific roads or alleys that they believe need to be improved; however, the majority of residents were more concerned with the difficulties of driving in Westminster than the condition of roads. About 10% of residents were dissatisfied or very dissatisfied with the ease of driving in Westminster and about 24% of residents were dissatisfied or very dissatisfied with the ease of driving on Route 140.

What are the greatest challenges facing residents driving on both City streets and on Route 140? First, residents are concerned about drivers speeding on main roads as well as through their neighborhoods. Some residents suggested more speed enforcement or the reduction of speed limits. The second challenge for Westminster drivers is the difficulty turning onto roads because of issues with visibility or merging. Some residents suggested the City should consider the addition of lanes, roundabouts or left turn signals. The third challenge with driving in Westminster is the high amount of traffic. Residents describe traffic to be an issue on Route 140 during commuting times in the early morning or early evening because of the high number of commuters that leave Westminster everyday to work outside of Carroll County.

From the timing of lights to the synchronization of lights, residents listed challenges with traffic lights throughout Westminster. In some cases it is not the use of a traffic light but the lack of a traffic light that residents were most concerned with. Residents would like to see the addition of traffic lights at certain difficult intersections. One intersection that residents report many difficulties with is the intersection at Englar Road and Route 140.

Driving is not the only form of travel for residents of Westminster. Many residents choose walking or biking to get around the city. The second most frequent comment made by survey respondents was the need for improved pedestrian or bike accessibility. About 14% of residents are dissatisfied or very dissatisfied with the ease of pedestrian travel and almost 17% are dissatisfied or very dissatisfied with the ease of traveling by bicycle. Survey respondents suggested improvements to sidewalks, the addition of walking/biking trails and enforcement of crosswalks in order to improve pedestrian or bike accessibility.

Table 1: How to improve Transportation in Westminster?

Type of Comment	Frequency
Street Repairs	104
Pedestrian Accessibility	80
Speeding	54
Need a Light	41
Specific Street Issues	40
Visibility & Exit	32
Traffic	26
Intersections	20
Timing of Lights	20
Tips & Questions	19
Rt. 140	17
Englar & Rt. 140 Intersection	12
Need Left Turn Signal	19
Watch Drivers	10
Center Street & Mall Intersection	8
Need Bypass	7
Synchronization of Lights	7
Positive Comments	7
4-way Stop Sign or Roundabout	6
Need Signage	5
Dangerous or Risky Roads	4
Problems with Large Trucks	3
Repaint or Paint Lines	3
Need Right Turn Lane	3
Main Street	3
Total Comments	550

Transportation

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Maintenance of City Streets	18.52%	52.96%	13.70%	10.81%	2.81%	1.19%

Maintenance of City Streets

- Certain portions of the alley network are in poor condition
- Some of the streets are in need of patch or resurfacing

Examples of City Streets in Need of Repair

- City portion of Old New Windsor Road from West Main Street to city limits needs to be smoother
- Pothole in the road on Center Street before Rt. 140
- Bond Street needs repaving - it is in very poor condition.
- Uniontown Road west of Rt. 31 is crumbling badly

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Mowing and Trimming Along City Streets & Other Public Areas	24.44%	57.70%	12.52%	2.67%	0.89%	1.78%
Snow Removal on Major City Streets	36.07%	49.19%	7.93%	3.11%	0.74%	2.96%
Overall Cleanliness of City Streets & Other Public Areas	26.89%	57.63%	10.67%	2.81%	0.81%	1.19%

- During snow or ice storms main city streets need to be maintained more aggressively around the clock so that nurses & doctors can get to the hospital.
- We need a timely 'leaf vac' service in the fall. When there are leaves on our streets, get them up to keep them out of the storm drain.
- The street sweeper can't clean the streets while cars are parked. Perhaps once a month ask for cars to be parked elsewhere for the street sweeper to go thru.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Ease of Driving on MD 140	9.78%	40.52%	23.70%	18.81%	5.26%	1.93%

Route 140

- Rt. 140 needs some relief
- Rt. 140 has too many access roads & traffic lights.
- Something must be done to improve travel on Rt. 140.
- Rt. 140 continues to be a problem because a lot of reckless driving.
- Need bypass to relieve Rt. 140

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Ease of Driving on City Streets	16.52%	53.04%	18.52%	8.15%	1.78%	2.00%

Traffic Lights

- Intersection of Englar Road & Monroe Street is terrible - needs a traffic light
- Route 31 & Long Valley Road - needs a traffic light
- There should be a stoplight at Rt. 31 & Windsor Drive
- Light on Rt. 140 & Meadow Creek Drive - insufficient timing
- Intersection of Center Street & Main Street - Light does not stay green long enough for all cars to get through
- MD 31 & Uniontown - urgently needs a left turn green arrow at traffic light!
- It is hard to turn left onto Rt. 31 from Uniontown Rd going toward town. I think that a left turn signal should be installed.

Traffic

- Most downtown intersections can't handle rush hour traffic adequately.
- How can we divert traffic from Main Street?
- Anything that could be done to relieve Rt. 140 traffic would be helpful

- Gridlock rush-hour traffic gets worse every year on Rt. 140
- Need a better plan to keep traffic moving on Rt. 97 during rush hour

Visibility & Exit

- Numerous intersections sight lines for traffic from left & right are blocked by bushes and/or signs.
- Allow less distance that cars can curbside park at an intersection. Very hard to see oncoming traffic because of parked cars when entering Main Street from a side road.
- Turning on or off of Fitzhugh Avenue onto Old New Windsor is difficult because of trees.
- A hidden entrance sign should be put on right side of Windsor before Collier Court. It is terribly hard to see vehicles coming out of Collier Court.
- Windsor Drive & Uniontown Road - parked cars make it hard to see cross traffic.
- Uniontown & Royer/Tahoma Farm - must pull way out into intersection to see and is dangerous. The brush needs to be cut back and a light needs to be put up.

Speeding

- Residential roads in general needs speed limits enforced more
- Speed on back alleys
- Uniontown Road & Old New Windsor - People drive over 25 mph
- Cut speed on Rt. 31 to 50 mph or 45 mph from Rt. 140 to New Windsor
- MD 140 is like a raceway: I do my best not to use Rt. 140 because people drive like maniacs.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Ease of Traveling by Bicycle	2.37%	9.70%	19.26%	11.70%	4.81%	52.15%
Ease of Pedestrian Travel	7.70%	34.30%	23.63%	9.48%	4.44%	20.44%

Pedestrian & Bike Accessibility

- I grew up in a town very conducive for biking and I miss being able to bicycle as a means of transportation
- To return our town to the safe routes of the late 60's. I walked downtown from the old WHS (now East Middle) and I never feared for my safety.

- Make it easier to use scooters, bikes or walking as a mode of transportation around town - all of city limits
- At crosswalks drivers need to respect people with the right-of-way.
- I would add more walking & bike trails to the downtown areas, parks and more!
- We have several "bike path" signs in the city but no marked bike lanes on busy roads. There are no public bike racks in the city. That is an inexpensive fix, which helps the environment & encourages exercise. Please put 1 or 2 bike racks out.
- There really needs to be more effort applied towards making the city more pedestrian friendly. I walk everywhere I can (including work) and it is very dangerous at times. It is clear that this town was made for cars

Transportation in Westminster

- I would want Westminster to be easier to get around because it is hard to drive it right now. We leave Westminster to go for dining or entertainment because of the congestion.
- Some public transportation until midnight or later on Friday or Saturday nights
- Public transportation for those who commute outside of the County to go to work
- Could use a private taxi service
- Public transportation until midnight or later on Friday or Saturday nights

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Overall Quality of City streets, buildings and facilities	17.85%	52.00%	17.19%	8.15%	3.04%	1.78%

Tips & Comments

- Center Street & Main Street is a bottleneck - you should make it a historical pedestrian only area.
- Would like Tahoma Farm Road reopened, at least to bicycles.
- Remember the roads are not the problem, people are!
- To cut down on traffic: publicize alternative routes to Rt. 140 to reach malls and shopping areas.
- "Pinch Points" on Main Street to slow traffic and prohibit the ability to go around cars turning or holding up traffic.

Section 2: Utilities

The City's ability to provide water to residents and businesses has become an issue of great importance over the past couple of years. About 65% of residents are very satisfied or satisfied with the quality of water in Westminster. Looking at the specific neighborhoods in Westminster, about 20% of residents living in Area 1 are dissatisfied or very dissatisfied with the quality of water in Westminster. In comparison, only about 9% of residents in Area 8 are dissatisfied or very dissatisfied with the quality of water. Why is there such a great difference in the quality of water? One explanation could be that residents in Area 1 receive their water from a different water source than the residents in Area 8.

Waste management is another vital service provided by the City. Over 82% of residents are satisfied or very satisfied with the City garbage collection services. Several new policies on garbage collection were suggested by residents such as requiring trash cans and limiting the amount of trash residents may place out for pick up. Over 76% of residents are satisfied or very satisfied with curbside recycling services. While the majority of City residents are satisfied with the recycling service provided, many would like to see the program promoted more because they feel not enough people currently recycle. Finally, almost 73% of residents are satisfied or very satisfied with bulk and yard waste removal services. However, some residents do not understand why they have to call ahead for bulk pick-up. Further efforts to educate the public could help alleviate this sort of confusion.

Maintaining the appearance of Westminster for residents and visitors is a year-round commitment for the City: offering services from landscaping in the spring to mowing grass in the summer and from picking up leaves in the fall to snow removal in the winter. Over 82% of residents are satisfied or very satisfied with these services including the mowing of public areas, the cleanliness of City streets and snow removal on City streets. Those residents who ranked "don't know" for any of the City utility services may be unaware of the services because they live in an apartment, condominium or an assisted-living facility, where they do not have to encounter City services because they are included in their rent.

Utility Services

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Quality of Water To Your Home	23.04%	42.15%	13.63%	12.07%	4.59%	4.52%

Water Service

- When the City is doing sewer or any water repairs, it would help to know! (Because of the dirty water, low H2O pressure, water low in toilets, etc.)
- To conserve water: why not charge for only the amount used? It would give us more reason to save on water.
- Need more water volume & pressure
- The water situation: 1) it costs too much 2) hard water 3) there is not enough
- Continued effort to provide adequate water resources to existing residents
- Improve water quality

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Residential Garbage Collection Services	37.11%	45.78%	6.22%	3.48%	0.89%	6.52%
Curbside Recycling Services	36.44%	40.67%	7.85%	3.33%	1.11%	10.59%
Bulk & Yard Waste Removal Services	36.74%	36.15%	9.56%	3.56%	1.11%	12.89%

Waste Management

- Some cities limit the amount of trash to 1 small can & people get small composting containers for kitchen waste (we should consider this).
- Require trashcans!
- More incentives to recycle such as weighing trash and billing residents accordingly
- Recycling options for apartment complexes
- Promote recycling because many households in my neighborhood don't recycl

Section 3: Police & Safety

Do residents feel safe living in the City of Westminster? 73.26% of residents rate the City of Westminster as a safe place to live. Focusing on neighborhoods alone, over 90% of residents feel safe walking in their neighborhood during the day while 60% of residents feel safe walking in their neighborhood at night. Residents had specific suggestions on how to further improve the feelings of safety, such as an increase in police visibility. 12.44% of residents are dissatisfied with the visibility of police in their neighborhoods. How should the City improve police visibility? Residents would like to see more police on foot or bike patrol, more police surveillance of target crime areas and more police driving through their neighborhoods at night.

Greater police presence is important but residents felt it is also their own responsibility to help improve the safety of their neighborhoods. Residents would like to develop a working relationship with the police. It was suggested that officers could involve neighborhoods in crime prevention through community outreach efforts. Neighborhoods can provide an insider's view to the police about what is going on in a community, such as pointing out problems with speeders in front of their homes. Speed enforcement is a common concern in neighborhoods, with about 19% of residents feeling dissatisfied with enforcement of speed limits in neighborhoods.

While over 55% of residents are satisfied or very satisfied with the City's efforts to prevent crime and feel safe about their own neighborhoods, they are also concerned that other neighborhoods have problems with crime. One of the challenges in the future for the City will be to educate the public on current crime statistics and to change residents' perception of crime. Residents are convinced that parts of the city experience "crime waves" that are being ignored by police. As a result, some residents felt police spend too much time pursuing minor offenses over major crimes, such as giving parking tickets instead of focusing on drug enforcement.

Keeping in mind that perception is important: Downtown Westminster has to work on creating a more inviting image for residents. About 12% of residents feel unsafe or very unsafe walking in Downtown Westminster. Some survey respondents clarified their answer to say that they feel safer walking in Downtown Westminster during the day than at night. The reason some residents feel unsafe walking along Main Street is that they feel uncomfortable with loiterers "hanging out," specifically outside of the Carroll County library.

Almost 72% of residents ranked the overall quality of police services to be excellent or good. Residents commented that they would like to see the Police Department promote community-oriented officers who pride themselves in professionalism.

Table 2: How to improve Police & Safety in Westminster?

Type of Comment	Frequency
Speeding	36
Police Administration	35
Visibility & Presence	32
Walk & Bike Patrol	27
Neighborhoods	23
Professionalism	22
Positive Comments	22
Loitering	22
Questions or Issues	21
Drugs & Alcohol	20
Car Patrol & Surveillance	18
Safety at Night	16
Minor vs. Major	15
Tips	15
Pennsylvania Ave & Main St	8
Lighting	8
Total Comments	340

Police & Safety

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Overall Quality of Police Services	22.15%	49.78%	13.70%	4.30%	2.30%	7.78%

Positive Comments

- Congratulations in keeping the area as safe as you have
- The police respond the best they can when a call comes in.
- I believe we have a good city police force
- Thankfully, Westminster is a very safe place overall!

Police Services

- Officers should live in the community that they work in. Several officers don't even live in the Westminster area.
- We keep losing good officers. I am not sure what it takes to retain the good ones.
- Maybe adding more "Police Station" location signs on road.
- The handling of actual crime reports: they need more communication amongst themselves and the victims.
- Be sure to follow up after initial case

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
The City's efforts to prevent crime	10.89%	44.96%	23.41%	6.44%	1.93%	12.37%

Professionalism

- Need upscale professionalism
- Be courteous and respectful to citizens no matter how old they are.
- The police should act as if they want to do a good job. They also should be more proactive.
- Officers should know the laws and the codes. Officers should be respectful to residents that they meet on the streets.

Drugs & Alcohol

- Encourage anonymous reports of drug usage or dealing
- Public drinking & drug transactions need to be addressed

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Enforcement of speed limits in neighborhoods	11.48%	44.59%	19.19%	12.96%	6.00%	5.78%

Speeding

- Crackdown on aggressive & distracted drivers.
- Get tougher on neighborhood speeding.
- Watch side streets with children for speeders.
- On residential thru streets need police to curb speeding especially when kids are coming home from school.

	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
Overall feelings of safety in the city	18.07%	55.19%	18.81%	4.44%	1.19%	2.30%

Lighting

- Better lighting in Westminster for pedestrians at night
- Lights in some of the alleys and back streets
- My neighborhood is unsafe at night because there is no lighting

Loitering

- Enforce loitering laws
- More police presence in areas where people tend to gather
- More control over the groups of kids & teens that just "hang-out" in the evenings

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Visibility of police in neighborhoods	13.11%	45.41%	24.44%	10.07%	2.37%	4.59%
Visibility of police in retail areas	9.63%	40.15%	33.26%	7.78%	1.85%	7.33%

Visibility & Presence

- More police presence in congregating areas downtown areas.

- Having police vehicles visible in neighborhoods or along Rt. 140 reminds drivers to drive safely.
- More police in retail areas in the late evenings or closing times.
- Be more visible near parks & playgrounds throughout the city.

Bike & Foot Patrols

- Beat cops along Main Street at random times
- Commit more officers to walk neighborhoods and to bike patrol in neighborhoods
- Have more officers Downtown use a bicycle
- More officers walking around town in the evening
- Please get officers out of cars to patrol on foot or bicycles.

	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
Walking in Downtown Westminster (Main Street)	14.37%	42.96%	22.22%	10.00%	2.00%	8.44%

Downtown Westminster

- I am nervous about Main Street after dark: maybe better lighting and police patrols would help.
- I feel safe to walk Main Street during the day but unsafe at night if I have nobody to walk with. I would like to see a closer watch of Downtown Westminster at night.
- More late night patrolling and enforce curfews with minors.

	Very Safe	Safe	Neutral	Unsafe	Very Unsafe	Don't Know
Walking in your neighborhood during the day	57.56%	33.33%	5.11%	1.70%	0.44%	1.85%
Walking in your neighborhood after dark	22.89%	38.15%	18.44%	10.22%	4.00%	6.30%

Neighborhoods & Community

- They used to do walkthroughs. They gave people a sense of community. It was an opportunity to meet them & trust them and to be nice & thank them, instead of ONLY seeing them when there is trouble
- Establish an ombudsman to hear neighborhood concerns, attend neighborhood meetings, council meetings
- They should want to communicate with the public more! After all we are the ears and eyes too! We are all on the same team aren't we?

- Positive community outreach programs to proactively fight crime
- There should be a way that citizens can get to know the officers who cover their neighborhood
- I like seeing police near and around schools esp. during drop off and pick up
- Police & Neighborhood partnerships: work together to lessen crime, litter, speeding, etc. More police talking to the public so that we feel valued & helpful.

Section 4: Recreation & Parks

What do residents of Westminster do with their leisure time? About 60% of residents rated the availability of recreational opportunities in the City of Westminster to be excellent or good. Most of the recreation and parks comments made by residents were requests or suggestions for more recreational or entertainment opportunities. 13% of residents rated the availability of recreational opportunities to be below average or poor and about 28% of residents rated the availability of entertainment opportunities to be below average or poor. Residents would like to see more programs for residents of all ages: from children to teenagers, and young adults to seniors. Specifically, there is a need for more family recreation or entertainment options on the weekends such as bowling or ice-skating. As another source of entertainment, residents enjoy the festivals and events currently offered by the City of Westminster and they would like to see more in the future. About 34% of residents are satisfied with the walking or biking trails in Westminster. A frequent comment made by residents was that they would like to see more walking or biking trails in Westminster; in addition they would like to have more places where they can walk their dogs such as dog parks.

Over 70% of residents are satisfied or very satisfied with the maintenance of City parks, however; residents are more concerned with the maintenance of City recreational facilities. This is because some feel that the facilities are overused and that the City could use new facilities such as new athletic fields or a new municipal pool. While overuse is a concern, residents are overall satisfied with the City Pool, the Family Center and the available recreation programs.

It is of note that on average 45% of residents checked “don’t know” for City facilities or programs. This could have one of 3 possible meanings: a resident is unable to participate in a program or visit a facility because of age or circumstance, a resident is unaware of a program or facility, or a resident does not participate in a program or visit a facility because it does not fit in their choices of recreational activities. First - residents who can’t participate because of age or circumstance: residents see a need for more programs for seniors, the disabled or low-income families. Second - unaware residents would like to have more publicity and more awareness about what recreational opportunities are available. Third - active residents looking for specific activities made dozens of suggestions for new programs or classes such as kickball teams, chess clubs, art classes or golf lessons.

Table 3: How to improve Recreation & Parks in Westminster?

Type of Comment	Frequency
Specific Programs	40
Walking or Biking Trails	32
Tips or Suggestions	29
Children or Teen Programs	24
Entertainment & Tourism	24
Events	23
Facilities	21
Information & Communication	16
Adult or Senior Programs	15
Dog Parks	16
Issues	13
Positive Comments	10
Classes	9
Total Comments	272

Recreation & Parks

	Never	Once a month	Once a week	2 to 4 times a week	Everyday
How often do you or a member of your household visit a City park & recreation facility?	29.56%	41.93%	15.85%	11.19%	1.48%

	Zero	1 to 5 times	6 to 10 times	11 to 20 times	More than 20 times
How many times in the past 12 months did you or a member of your household participate in a City recreation program?	61.26%	31.70%	4.00%	1.04%	2.00%

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Overall Quality of City Parks & Recreation Programs and Facilities	19.26%	50.67%	15.63%	4.67%	0.96%	8.81%

Positive Comments

- Thank you for July Sunday night concerts!
- Children's sport camps are great!
- Thank you for the walking trail at Wakefield! I use it almost daily.
- The gym employees are great!

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Ease of registering for programs	8.74%	26.30%	17.11%	2.89%	0.15%	44.81%
Availability of information about Recreation & Parks	11.85%	34.96%	20.89%	6.44%	1.04%	24.81%

Information & Communication

- Not always aware of what is going on, need more awareness
- Better maps & publicity of walking trails
- Only local “neighborhood folks” know about the parks in their area
- Better communication of what is offered

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Maintenance of City parks	19.41%	51.93%	12.81%	0.89%	0.15%	14.81%
The number of City parks	13.48%	44.81%	17.70%	6.67%	0.74%	16.59%

City Parks

- I would like to have a park that is safe to "stroll" around & sit on benches in the evenings.
- Bigger parks with more hiking & biking trails
- Better recreation incorporated in a way that was accessible from downtown.

Dog Parks

- We need a dog park: an enclosed area where people can bring their dogs.
- We go to a dog park in Baltimore County: we need a dog park here!
- Dog socialization events & Dog play dates
- As a responsible dog owner, it is unfair and disappointing that dogs are not allowed in ANY city parks and that there is no dog park in Westminster. We would visit the city parks more often if they allowed dogs.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
City recreation programs	8.74%	31.11%	20.81%	2.89%	0.30%	36.15%

Adult or Senior Programs

- More programs for "working" seniors
- Events for singles & couples over 50
- Opportunities for seniors to do community service
- Afternoon recreation for Senior Citizens
- More adult sport programs

Children & Teen Programs

- "Tweens" and teens need more things to keep them busy
- I would like to see more classes and programs for children ages 2-5
- Activities and services for elementary school age kids
- There needs to be more events or activities for teenagers

Specific Programs

- Middle school yoga & tennis at times when commuting and working parents transport or join in
- Free or reduced aerobic activity class
- Kickball teams for teens or dodge ball
- More adult leagues - soccer, basketball, tennis, swimming
- 3 v 3 basketball tournaments in city parks to raise money for charity
- Programs for disabled people
- Programs to assist underprivileged children to attend various events: baseball, circus, fairs, etc.
- Involve the schools to help develop programs that they can support
- Recreation programs for low-income families who can't afford to register their children

Class & Lessons

- Bicycle Safety Day w/ emphasis on wearing helmets, following traffic rules, etc.
- Crime and safety program for kids to learn about safety
- Adult dance lessons & affordable dance classes for children
- Beginning pottery for kids & pottery wheel class for adults

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
City swimming pool	5.19%	17.48%	20.44%	6.07%	2.07%	48.74%
The Family Center - Longwell Ave	6.96%	20.22%	18.37%	1.56%	0.37%	52.52%

Facilities

- I would like to see more multi-purpose fields (not just baseball)
- More basketball courts and racquetball courts in the parks
- We don't have enough fields and/or indoor space available to add recreation opportunities
- The city should consider construction of another city swimming pool. The current pool has insufficient capacity
- Easier access to Family Center

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Walking & biking trails	8.81%	25.19%	21.56%	12.89%	3.33%	28.22%

Trails or Pathways

- Provide trails to destinations around town. Paths or bike lanes to various points around Westminster such as work, school, parks, etc.
- There really needs to be more of an effort to create more walking and biking trails within the city
- More running, hiking or biking trails
- Improve access for pedestrians & bicyclists
- Need bike trails & dog parks as a city benefit to promote interaction of citizens
- More walking trails and nature areas

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Recreational Opportunities	14.22%	47.85%	18.44%	10.44%	2.96%	6.07%

Entertainment

- At one time we had 3 bowling alleys and 2 billiard parlors - Now nothing!
- Commercial carriage ride & tour during special events
- An under 21 club so that teenagers can have a place to dance and eat
- Have more things to do for adults and families: there is nothing to do on the weekends
- Hockey or Ice hockey rink
- Miniature golf
- More entertainment for children that parents can afford
- More recreational/entertainment facilities

Events or Activities

- Charitable events or fundraising activities
- More daily bus trips (such as NYC or DC)
- Dances, such as Big Band Dances with a dance instructor for all ages

- Festivals like Fall Fest & Craft Shows
- More live music or concerts
- "Parents night out"/ "kids lock in" events
- Running or cycling events
- More activities for families with children
- More events such as hayrides, community picnics, carriage rides, etc. To see the way Westminster was in the early 20th century

Section 5: Downtown Westminster

Downtown Westminster is the City's main tourist attraction. However, does Downtown offer residents and visitors a complete experience? Residents feel there is a great need for more quality choices in retail and restaurants in Downtown Westminster. 13% of residents find the availability of shopping opportunities to be below average or poor and almost 10% find the availability of dining opportunities to be below average or poor. Residents want those stores and restaurants that are currently in Downtown Westminster to be open later and more often so that they can visit them when they get off work in the evening or when they have free time on the weekends. Residents pointed out that if businesses stay open later and more often, it would also make Downtown Westminster feel more welcoming and less closed off from the majority of residents and visitors.

To make residents and visitors feel more welcome is part of improving the overall image and identity of Downtown Westminster. Residents would like to see Downtown Westminster have a more active, vibrant and inviting atmosphere. In order to create this improved image, the City has been working to revitalize Downtown Westminster. Over 54% of residents are satisfied or very satisfied with the City's efforts in the revitalization of Downtown Westminster. Residents want the City to continue to improve the appearance of Downtown Westminster, including increasing efforts in the historic preservation of buildings and homes.

In order to attract more residents and visitors to Downtown Westminster the City should consider that some residents don't feel safe when walking along Main Street or when visiting businesses. Currently 12% of residents don't feel safe walking in Downtown Westminster. Residents would like to see an increase in police presence walking along Main Street to deter loitering and to make residents feel safe walking in the evenings. While some residents feel unsafe, other residents still enjoy walking in Downtown Westminster for leisure and exercise. Those residents who walk regularly in Downtown Westminster pointed out that there are some issues with pedestrian accessibility specifically because of difficulties crossing streets.

Residents would like to see the City put more effort in supporting small businesses in Downtown Westminster. They recognize the importance of decreasing the turnover rate and increasing the success rate of current businesses. Residents requested improved economic development efforts that would encourage new businesses to open in Downtown Westminster and after new businesses open, finding ways to keep them open.

Table 4: How to improve Downtown Westminster?

Type of Comment	Frequency
Improved Retail & Restaurants	63
Appearance	37
Loitering	36
Crime & Safety	35
Economic Development	29
Parking	28
Entertainment & Tourism	23
Pedestrian Accessibility	21
Transportation	19
Open & Welcome	15
Image & Identity	15
Historic Preservation	15
Social Issues	10
Library	7
Positive Comments	5
Information & Communication	5
Total Comments	363

Downtown Westminster

	Never	Once a month	Once a week	2 to 4 times a week	Everyday
How often do you visit Downtown Westminster?	4.44%	26.52%	28.59%	24.59%	15.85%

Residents visit Downtown Westminster:

Purpose of Visit	Percent of Residents
Work Downtown	8%
Cultural event (concert, play, museum, etc)	30%
Festival, parade, or other event	47%
Sporting event	4%
Leisure (restaurant, bar, movie, etc.)	68%
Shopping	57%

Residents also visit Downtown Westminster for the following reasons:

Salon or Barber	Walking or Exercise	Library
Volunteer	Bank	Gas Station
Family Center (Gym)	Church	Historical Society
Farmers Market	City Garden	Lawyer
City Park	City Services	Media Center
Doctor	Dance Class	Music lessons

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Revitalizing Downtown	10.15%	44.07%	23.78%	12.15%	2.07%	7.78%

Appearance

- I would like to see ALL of Main Street to be renovated
- Require landlords Downtown to clean up & take care of their buildings
- Make people keep up on the painting of the buildings
- Install more benches, more curb cuts for walkers and wheelchairs

- Enforcement of codes & incentives to improve blighted areas
- Clean up & revitalize Downtown to make it more appealing
- When I walk downtown: I see litter, broken glass, etc. This is not the city's fault - but it is citizens or guests. BUT it gives the city an unkempt appearance. Citizens (owners & renters) should be encouraged to clean up their properties.
- Mandate some type of minimum maintenance/ appearance/ cleanliness standards for housing & apartments along the Main Street corridor. Some of the current structures detract from the charming retail shops & restaurants.

Improved Retail & Restaurants

- Newer more "hip" stores & restaurants. Downtown is overrun with junk stores that are run down.
- Encourage more "nitch" retail
- There needs to be more local shops to attract a younger crowd (18-30)
- More "artsy" stores, cafes on Main Street, outdoor dining
- More restaurants with live music and bars with dancing
- Bring in specialty stores & more unique dining
- More restaurants to attract people to downtown to get more foot traffic because it could be a GREAT downtown.

Open & Welcome

- Downtown retail hours must be extended - currently you must be retired or unemployed to patronize retail establishments - they close too early
- All shops could stay open on the same night, one night during the week
- Shopping and restaurants to open on Sundays. The town feels like a ghost town on the weekends.
- Need to be open on Sundays to bring more people & more money to the city and potentially increase the number & variety of businesses Downtown.
- Stores should stay open longer (after 5pm) more days a week. Some people don't get home until 6pm and are forced to go to the mall to shop.

Entertainment & Tourism

- Encourage more local businesses such as cafés & art stores to attract tourists
- Weekly entertainment on Friday Nights! Have stores open late!

- More social events/activities that focus on downtown. Such as another annual festival that revolves around a theme.
- More events, sidewalk sales, holiday events & concerts in the park
- Close down Main Street between Longwell & Railroad (just a block or 2) on Sat nights & get people in the streets to eat or for music.
- Westminster as a place to visit? There is nothing here to show friends/family when they are visiting.
- Perhaps like other small cities, where they block off 1 to 2 blocks of Main Street and only allow pedestrian traffic and re-route the Main Street traffic.
- Make Main Street final destination for visitors
- Downtown needs to be more cultural & more welcoming. Right now there isn't much downtown to attract young adults. Support local artists!

Safety

- The folks you want to attract downtown to visit or to live are decent people who care about safety and are considerate of others.
- I would go Downtown more if it felt safer. I would like to see more grassy areas, more police presence, fountains, flowers and no loitering.

Pedestrian Accessibility

- Keep repairing sidewalks because it is hard for strollers and wheelchairs
- Pedestrian crossing signals should work automatically. Eliminate "right-turn-on-red" in Downtown.
- Better lighting at night for pedestrians & better enforcement of traffic stopping for pedestrian crosswalks

Economic Development Efforts

- More help for businesses so that they will stay and be successful. There is too much turnover.
- Create more eclectic businesses & cultural centers
- Limit new retail on 140 and encourage businesses to locate Downtown
- Continue to make it easier for small & unique businesses to locate Downtown
- Encouraging high-tech/young companies to invest in downtown as a place to set up shop

- Help establish buildings and new businesses to fill in the "empty" spaces (such as the former Westminster Hardware & Heagy's Sport Shop properties) because Main Street look like it is "missing teeth."

Image & Identity of Downtown Westminster

- There are some great restaurants & shops: but the City could make it more exciting & noticeable.
- We need a more vibrant, active downtown. It often feels a bit unsafe at night, but I would like more evening events that would bring people out.
- Sometimes it does not have an inviting atmosphere.
- Provide families a reason to go Downtown
- We make every effort to maximize what we can do Downtown. We would like to see more shops, more restaurants, galleries, more pedestrian/bike friendly streets & paths.
- Focus on creating an inviting, upscale downtown environment with boutique shops, restaurants & cultural activities. Try attracting a few tourists. You have a gem here & you are blowing it!
- Character of Main Street: used to have general family-friendly stores. Now we have run-down stores or elite specialty stores or vacant buildings. I want more places where I can take my family on Main Street to shop.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Preserving the City's historic resources	12.89%	50.07%	19.19%	5.19%	1.56%	11.11%

Historic Preservation

- REAL support for historic preservation.
- Restoring more historic buildings in Downtown Westminster
- I would stop the loss of historic buildings
- We have revitalized our home as close to the original as possible but still there are houses with NO ONE taking care of them.
- Need more outreach by historical society (or Commission) to go into the schools so kids can appreciate the history of our town.
- Keep historic theme/character with revitalization effort
- More comprehensive & mandatory historic preservation

Section 6: Living in Westminster

How do residents feel about living in Westminster? About 90% of residents find Westminster to be an excellent or good place to live. Several respondents took the time to describe why they love living in Westminster and how they want to see Westminster protected from changing in the future. For many residents who enjoy living in Westminster, to live here means a lifelong commitment to the community and a willingness to “set roots” in Westminster to raise a family. Over 70% of residents rated Westminster an excellent or good place to raise children.

Why will people move to Westminster in the future? Prospective residents could view Westminster as the ideal community to settle down to raise a family or as a city where people come to retire. Others could view it is a place of transition where people do not choose to stay for more than a couple of years and then move to another city. What image does Westminster want to portray?

One has to consider several factors when deciding where to live, but the main factor of consideration for many current and future residents of Westminster is the cost of housing. Can people find affordable housing in Westminster? Over 27% of residents rank the availability of affordable housing to be below average or poor. This could mean that there are residents who may not stay in Westminster in the future if they can’t afford to buy or rent a home. Along with the risk of losing current residents, this statistic could also shed light on future problems with attracting new residents who may want to move to Westminster.

To understand the complete picture of residents’ choice to live in Westminster, one has to also look at where residents work and what they like to do with their leisure time.

Living in Westminster

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
As a place to live	34.07%	56.37%	6.74%	1.48%	0.74%	0.59%
As a place to raise children	26.96%	45.48%	9.78%	2.37%	1.56%	13.85%

Positive Comments

- I consider myself blessed to have lived in Westminster the past 30 years!
- I appreciate the work that went into this project and I am grateful for the opportunity to respond.
- Thank you for your efforts to improve our life here in Westminster!
- We care deeply about our community and know you do too.
- Thank you for the input. Keep doing "good things" for Westminster
- I think that the City government does a very good job with the resources it has.

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Affordable Housing	4.00%	27.70%	32.15%	16.15%	10.89%	9.11%

Housing

- Affordable housing does not balance out as far as overall income
- Need to develop residential units like condos & apartments over stores. People who live downtown will patronize businesses.
- Need to develop a more immediate plan for workforce housing
- Something needs to be done to help young people get a home
- More affordable housing for seniors!
- Encourage home ownership Downtown so that properties are better maintained & so there would be fewer absentee landlords. Absentee landlords & subsidized apartments are causing the decay of Downtown.

Section 7: Working in Westminster

Some residents of Westminster commute every day to jobs in other cities such as Frederick, Columbia or Baltimore. What pushes residents to work outside of Westminster? Over 15% of residents rank Westminster as a below average or poor place to work. Residents feel Westminster is a poor place to work because of the lack of available job opportunities. The availability of job opportunities was ranked below average or poor by almost 30% of survey respondents.

Residents would like to see more jobs beyond retail or restaurant establishments. Residents recognize pointed out the need for more high-paying jobs that require highly educated and/or experienced workers. Some residents would like to see more “high-tech” and professional white-collar jobs while others want more skilled and career driven blue-collar jobs. A lack of job opportunities threatens the future of Westminster for several reasons. Residents who currently live in Westminster may move away in the future to be closer to their jobs. Also, residents who are considering moving to Westminster may change their minds if they can’t find a quality job within the city.

The availability of quality job opportunities shapes the overall economy of Westminster. The businesses, companies or industries needed to bring more job opportunities could benefit Westminster’s economy and stimulate the future successes of Westminster as a major city in Maryland. An increase in quality job opportunities will increase the opportunities for current residents and, in the future attract new, highly educated, and skilled residents to Westminster. Maryland is home to some of the greatest colleges in the country and Westminster needs to find a way to draw from the pool of local college graduates that enter the workforce every year. Westminster’s first source of fresh young talent comes from McDaniel College and Carroll Community College. These college graduates need a reason to stay in Westminster to live and work while continuing to add value to the city for years to come. The question is: what comes first, the potential employees or the potential jobs? Westminster needs to work from both sides to attract quality potential employees and quality potential employers.

Working in Westminster

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
As a place to work	13.33%	30.00%	19.26%	11.33%	3.85%	22.22%
Job Opportunities	2.59%	19.78%	27.33%	21.56%	8.00%	20.74%

Job Opportunities

- More blue-collar & white-collar jobs to keep current residents in Westminster.
- Create easier access to professional jobs
- Add more skilled jobs by bringing in more white-collar companies.
- Bring more technology-related jobs to the area for residents
- More job opportunities at reasonable pay: too many of us have to commute.
- Bring in more industry with jobs
- We need more technology & service industry jobs to keep college educated workers from having to commute into the Baltimore city & surrounding areas
- Promote career industries and not just jobs (such as restaurants, fast food, convenience stores)
- Create more job opportunities for young college graduates
- We have a low wage rate & limited professional opportunities

Section 8: Visiting Westminster

Almost 11% of residents feel that Westminster is a below average or poor place to visit. People visit Westminster for the mixture of available shopping, dining and entertainment opportunities. The availability of entertainment opportunities is a main indicator of tourism in Westminster because it is the events, activities and other entertainment venues that are unique to the city and have the ability to attract visitors. Almost 28% of residents ranked the availability of entertainment opportunities to be below average or poor in Westminster.

The combinations of available shopping, dining and entertainment opportunities that attract visitors also attract future residents. When someone considers moving to Westminster, they not only look at housing and job opportunities but they also look at the quality of overall choices in entertainment and recreation. Potential residents want to move to diverse communities that offer a variety of options for them to choose to occupy their leisure time, such as ice skating, bowling, dinner theatres, art galleries or dog parks. Potential companies prefer to locate in an area where there is a good quality of life to offer employees as an incentive for working for them.

Currently residents would like to see more choices in entertainment and recreation for adults and families but most importantly for teenagers. Several survey respondents are concerned that teenagers have too much free time and need more choices for entertainment or recreation on the weekends. Some residents felt that excessive free time for teenagers would result in them being eventually bored enough to cause “trouble” in the community.

As mentioned earlier, 13% of residents find the availability of shopping opportunities to be below average or poor and almost 10% find the availability of dining opportunities to be below average or poor. Residents want to see Route 140 change from the image of one typical shopping center after the next, to more upscale and unique destination shopping centers that are found in such cities as Towson or Columbia. Residents currently have to leave Westminster to find the types of shopping or dining experiences that they enjoy visiting and the loss of these customers is damaging to the sustainability of Westminster’s local businesses.

How do we attract the quality shopping, dining and entertainment opportunities to keep residents in the city? Some survey respondents suggested that the city could develop its own “branding” or identity that could be used for marketing and promotional purposes. A unique image, brand or identity for Westminster could set the pace for attracting the quality shopping, dining and entertainment opportunities that residents want here in their hometown as well as

attract tourists and future residents. Some residents described a future image where Westminster is known as a “cultural city” with a focus on the arts and education. Other cities have developed similar brands such as New Market, Maryland, which is known as the “Antique Capital of Maryland.”

Visiting Westminster: Culture, Entertainment, Shopping & Dining

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
As a place to visit	17.04%	43.26%	21.78%	8.30%	2.30%	7.33%
Shopping	14.59%	53.19%	18.30%	9.93%	3.41%	0.59%
Dining	18.37%	54.44%	16.96%	7.04%	2.22%	0.96%
Entertainment	6.00%	30.30%	30.59%	21.33%	6.59%	5.19%

Culture & Arts

- Have more entertainment options available after 8 or 9 that are not a bar.
- Emphasis on our town as a "Cultural City" more focus on the Arts
- The amount of quality entertainment venues we have: Need to create a "nightlife"
- More recreation & entertainment for adults
- More craft fairs for local artists & music events for local musicians
- I would like to add a performing arts center.
- Introduce more arts & cultural events to the community

Teen Programs or Activities

- More things for teens to do: particularly in the summer & weekends, that does not cost too much.
- Teen center not religiously affiliated - free and actually desirable to teens
- Have something for teens to do to keep them entertained. Some place where they can safely socialize with their friends.
- Provide more for teens to do: bowling, dance club, safe "hang-out" areas
- Would have many more local social & recreational events, locations and/or activities for youth & teenagers

Retail & Restaurants

- Improve variety of dining venues & shops
- I would like more shopping choices and more restaurant choices (but please, no more chains!)

- More upscale quality shopping
- Huge need for high-end stores. I am tired of having to go to Columbia and Towson to shop.

Entertainment & Tourism

- Encourage more local businesses such as cafés & art stores to attract tourists
- Weekly entertainment on Friday Nights! Have stores open late!
- More social events/activities that focus on downtown. Such as another annual festival that revolves around a theme.
- More events, sidewalk sales, holiday events & concerts in the park
- Close down Main Street between Longwell & Railroad (just a block or 2) on Sat nights & get people in the streets to eat or for music.
- Westminster as a place to visit? There is nothing here to show friends/family when they are visiting.

Section 9: Environment

Carroll County is known for its beautiful green landscapes and vast stretches of open farmland. Residents want to keep the rural image of Westminster by preserving green space and creating open space. However, over 12% of residents are dissatisfied or very dissatisfied with the City's efforts to preserve green space and to create open space. Residents enjoy open spaces, especially in the form of parks, walking trails and biking trails.

Residents want to protect the environment for recreational purposes but they also want to protect the environment for their children and for future residents. Over 53% of residents want to see more effort by the City to improve the environmental health of Westminster. This includes efforts to ensure good water resources, good air quality, land conservation, smart growth and an attractive community.

There are several major changes that residents want to see occur in the future to protect the environment of Westminster. They would like to see less construction of new housing developments or commercial developments. If any new homes are built in the future, residents would like the homes to be small, energy efficient and be able to conserve water. Residents want Westminster to become a "green city" where all residents work to reduce their carbon footprint.

The Environment: An Amenity & Asset

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Creating green space & open space	6.96%	36.37%	28.74%	10.22%	2.22%	15.48%

Green Space & Open Space

- More open space - such as bike trails and walking trails
- We need an expansion of green space in the city and parks
- I would like to see more trails, open space, and green space

Environmental Health

- Less new housing development because it takes away from environmental health
- The attitudes of changing/influencing the majority of citizens to conserve energy & reduce local carbon footprint. Everyone can do something!
- Plant more trees - talk to residents about the importance of planting trees on private property. Also - make a real effort to think "green" in all new building & remodeling.
- This town needs to try to be a more "GREEN" city. More of a shift from cars to walking & biking and to a more mixed-use community: become more self-sustaining with more jobs so that we will be less of a bedroom community.
- Incentives for residents employing green conservation efforts (solar, turbine, H2O conservation).
- See more "green" energy & less environmental impact.
- I would like to see conservation of water rewarded in city water/sewer bills.
- Anything related to "going green" - Looking into alternative energy sources.

Section 10: Planning for the Future

Over 55% of residents said they want more effort to be placed on improving the economic health of Westminster. This includes planning for quality job opportunities, tourist attractions, Downtown revitalization, historic preservation and a variety of choices for retail and dining. Residents don't want Westminster to continue to be a "bedroom community" but a city where people want to "to dine, shop, work and play."

As new developments and businesses become interested in building in Westminster, residents want to make sure that the city's infrastructure can support the new growth. From utilities to water, schools to roads, residents are concerned that the City is "overloading" itself. One resident suggested that a goal for the City should be to maintain infrastructure that preserves the simplicity of life but plans for necessary growth. Historic preservation is important to residents, which is why they want the design and appearance of new (and old) businesses in Westminster to be compatible with the historic and rural setting that they appreciate today.

Residents suggest that the City focus on infill projects and vacant buildings first before considering any new construction projects in the future. The protection of open space and farmland are essential to residents of Westminster. In order to preserve the rural image of Westminster, there is desire to slow down development and consider the creation of smaller green communities that won't damage the environment or take away from the overall quality of life. Several residents commented that the small town atmosphere and rural environment is what attracted them to move to Westminster originally.

Residents describe the small town charm of Westminster as an attraction for both future residents and visitors. Residents express a desire to maintain the friendly, open and inviting atmosphere of Westminster and to expand upon it in order to make that image one of the city's greatest assets. There is a need for residents to take pride in their community from such gestures as maintaining the appearance of their homes to being respectful to their neighbors. One neighbor that has been overlooked, here in Westminster, is McDaniel College. Some residents suggest developing a working relationship with McDaniel College to take advantage of the opportunities available, such as the "Theatre on the Hill" or professors and students patronizing Downtown businesses. The image of a welcoming, small college town could become the centerpiece of tourism in Westminster. This would satisfy the request of residents who wanted the City to develop a tourist attraction or tourism theme that the community could support and build upon.

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Managing appearance of new development to reflect community character	7.04%	40.89%	25.56%	7.33%	1.78%	17.41%

Future Planning

- Focus on: smart growth, affordable housing, government accountability
- We need less shopping centers and strip malls and instead more preservation of rural areas. The rural areas are why we choose to live here in the first place.
- Increase efforts to revitalize downtown & preserve historic resources
- Our IMAGE: currently we can't attract decent businesses or anything other than chain restaurants. People buy \$500,000 homes BUT go elsewhere to dine, shop, work and play.
- Take down all of the ugly & outdated billboards along Rt. 140 - it is embarrassing when visitors come.
- I would like the future development plan to include community input.
- Infrastructure that keeps the "simplicity" of life yet plans for BRAC. Items such as fiber optics to support FIOS, etc.
- A better working relationship with McDaniel to take advantage of the college students who are willing to spend money downtown.
- Improve the look of the city by enforcing or improving current ordinances
- The long strip layout of 140: I don't like plazas sitting one right after the next.
- Stop the new retail building, no new housing. Do something with the empty buildings first.
- See Westminster move away from being a "bedroom community" that it has been for the past 15 years
- Speak about the importance of Westminster in the greater region economic health. Schedule meetings with community association leaders.
- Westminster has a college but it is not a "college town" - I would like to see a much better coordination of events and activities between the town & college

Growth & Development

- Ensure the growth in the area does not erode the environment or quality of life
- I feel we need to stop building new homes, shopping centers, etc. The roads are not suitable for any additional people nor are the school, water, etc. We are overloading ourselves.
- This size is getting too large. We moved here to be in a small town but alas it is happening everywhere.
- Less Growth - Our rural image is becoming more urban
- I would like to see less building: Carroll County is disappearing. I would like to see less growth and more upgrading on what we have. Also, I would like to ensure our water, utilities and infrastructure are caught up with our growing population.
- Stop building - b/c our water will not last forever!
- Slow down or stop the development of new housing. The town is getting overpopulated too quickly and it is losing its green zone buffer of farms around the outer edge.
- Less growth - unless services can keep up
- Stop building more homes. Let's take care of what we have! Beautify the city with more flowers and trees.
- Don't allow Carroll County/Westminster to be over-developed, either residentially or commercially!
- Limit the number of new homes built, preserve the small community atmosphere
- Stop development of our farm land. Stop the "huge house" syndrome. Develop smaller "greener" communities.
- Taking away from farm land & building more homes. Westminster was known for green space & trees and you don't see as much now.
- I think that we need to limit or stop growth until we have the infrastructure to support the population - roads, schools, etc.

Section 11: Information & Communication

From upcoming City events to changes in City services, there is a constant flow of City news that residents want to be more aware of but may be unable to find the information. Over 56% of residents are very satisfied or satisfied with the availability of information about City programs or services. However, over 15% of residents feel poorly or very poorly informed about the City of Westminster. If some residents feel satisfied with the available information while other residents feel poorly informed, the question becomes: where are residents receiving their information about the City of Westminster? The newspaper and City brochures or newsletters are residents' two main sources of information, while the majority of residents feel that Mayor and Common Council meetings as well as the City website are not sources of information. The Mayor and Common Council meetings could be a better source of information for residents but most are unaware that they can attend the meetings.

The City website is another source of information that is underutilized by residents. Over 62% of residents said that the City website is not a source of information for them. Why is the City website not used as a source of information for more residents? Almost 50% of residents did not have an opinion about the City website because they were either unaware of the City website or did not own a computer. Those residents who had visited the website said that the City could improve it by making it more friendly and inviting as well as more updated, accurate and relevant.

The availability of information is not as valuable as effective communication with the public. Over 11% of residents feel the overall effectiveness of City communication with the public is below average or poor. Residents commented that they want open doors of communication with City staff and City officials.

Information & Communication

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
The availability of information about City programs & services	12.22%	43.93%	22.44%	6.96%	1.26%	13.19%

	Very Well	Well	Average	Poorly	Very Poorly	Unsure
How well informed do you feel about the City of Westminster?	5.33%	22.00%	54.22%	12.59%	3.26%	2.59%

Information

- I was unaware I could attend Council meetings or when they are held
- Sometimes I do not find out about activities until it is too late to take part
- My neighbors are a source of information about City News.
- Place Council meetings on community cable TV or video available online
- When someone moves in send them a packet of information/details about the city.
- Newsletters to homes concerning legislation passed by our elected officials
- I think that all the services are not as well publicized as they could be.

	Primary Source	Secondary Source	Not a Source
Mayor & Common Council meetings	6.15%	12.07%	81.78%
City's Website	20.37%	17.48%	62.15%
Newsletters or brochures from City	42.00%	25.63%	32.37%
Traveling displays or public bulletin boards	14.44%	24.67%	60.89%
Newspaper	73.33%	13.41%	13.26%
Radio	27.11%	22.96%	49.93%
Television News	28.37%	21.33%	50.30%

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
The quality of the City's Website***	5.70%	23.26%	18.89%	2.52%	0.30%	49.33%

*** Majority of respondents did not know the website existed or do not own a computer

Comments about Website

- I was unaware of the city website until I saw this survey. Please communicate more with us!
- How many elderly or residents don't have a computer?
- Navigation of the site is hard, if you don't know what department handles what affairs
- Make it more friendly & inviting
- Use the website to keep people INFORMED about issues
- Have information updated, accurate and relevant
- Put out more information beyond just the website

Suggestions for Website

- On-line scheduling of bulk trash pick-up
- A front page that summarizes recent & upcoming events
- Blogs & feedback - more 2 way communication
- Provide information on city staff
- Re-do the website with a customer focus
- Links to local newspapers and TV stations

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Overall effectiveness of City communication with the public	11.63%	43.33%	25.33%	7.70%	3.63%	8.37%

Communication

- Unless you attend meetings or constantly complain you don't get heard.
- Better communication between City & citizens is necessary.
- Communication is a 2-way process: it takes a sender & a receiver. The City must keep putting information in the public domain: papers, web, etc. It is up to a concerned citizen to take an interest. It's our responsibility to be involved.
- Have the various departments answer e-mails from residents
- More communication by ALL public officials
- Communication: keep the community access available and as open as possible

Section 12: City-Citizen Relationship

From providing quality city services to organized city management, the City depends on a “healthy” relationship with its residents. Almost 64% of residents feel the overall quality of customer services they receive from the City to be excellent or good. Residents described positive encounters with City staff that were friendly, courteous and helpful. About 47% of residents are very satisfied or satisfied with the overall City management.

Residents would like the city administration to promote more public involvement in local decision-making. Currently over 14% of residents are dissatisfied or very dissatisfied with the current level of public involvement in local decision-making. There is a feeling among residents where they feel disconnected from what is “going on” in the City and would like to feel more included.

As taxpayers, residents are concerned whether or not the City administration is financially responsible. Overall, residents believe all services are important and trust the administration to evaluate the priorities in spending. Looking at the budget, 55.63% of residents want more effort placed on improving the economic health of Westminster. This includes planning for quality job opportunities, tourist attractions, downtown revitalization, historic preservation and a variety of choices for retail or dining. Residents would also like to see the administration place more effort when developing the budget on improving the environmental health of Westminster. This includes efforts to provide good water resources, good air quality, land conservation, smart growth and an attractive community.

City-Citizen Relationship

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
Ease of transacting business with the City	5.48%	31.93%	22.81%	3.93%	1.41%	34.44%
Overall City management	6.81%	40.59%	26.00%	3.78%	2.07%	20.74%

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
Overall quality of customer service you receive from the City	18.74%	45.11%	18.44%	2.96%	1.85%	12.89%

City Administration

- Start communicating with us more often & more effectively
- More public involvement
- Elected officials are out of touch: keep in mind that the City can't do everything everybody wants
- More information about City elections
- More public outreach by Mayor & Council
- Better cooperation & interaction between citizens & politicians
- The City should be more financially responsible

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
City leaders' awareness of community problems and issues	5.78%	29.63%	25.11%	7.63%	2.37%	29.48%
Level of public involvement in local decision-making	3.19%	23.26%	27.56%	11.19%	3.04%	31.78%
Working with citizens & community groups to resolve important local issues	5.85%	30.37%	26.67%	6.59%	2.37%	28.15%

Image & Identity of the City of Westminster

- I want a more open community - It feels like there is an "insider community" that knows what is happening and what is on the horizon.
- The negative undercurrent of Westminster: I would take every resident who gripes about change or feels negative about our town to Baltimore for 3 days. We have a great town, an ideal community & we need to be civil to each other, appreciate what we have & work to improve it

- I would like to change Westminster's reputation - when I tell people I live here they give a blank stare and say "oh!"
- There seems to be a constant effort to remove "street people." They're not going anywhere. Every town has them. They're part of the community. A charming space on Locust Lane has been turned into a void b/c of loitering. There needs to be an alternative.
- A more open & friendly attitude of its residents
- Quit living in the past!
- Treat citizens as a value to the city, part of the city and make them a backbone: not like people who happen to live here.
- Lack of diversity and openness to diversity
- The close knit feeling that is absent at night. It is there during the day but at night it feels a little scary.
- Keep the small town attitude
- Preserve the "down home" town feel of the area
- I would change the attitude regarding protecting the 'status quo' and have the city government look to the future. Westminster is going to change. We can act and manage the changes OR let them happen and react.

Budget

Question 22	More Effort	Same Effort	Less Effort	No Opinion
<u>Improve Economic Health</u> Includes planning for quality job opportunities, tourist attractions, Downtown revitalization, historic preservation and a variety of choices for retail & dining.	55.63%	30.30%	1.70%	12.37%
<u>Improve Environmental Health</u> Includes efforts to ensure good water resources, good air quality, land conservation, smart growth, and an attractive community.	53.11%	35.04%	1.70%	10.15%
<u>Improve Neighborhood Quality</u> Includes promoting good neighborhood relationships, ensuring attractive neighborhoods, and an adequate supply of quality housing.	40.00%	45.33%	3.63%	11.04%
<u>Create a Safer Community</u> Includes providing reliable police protection and services.	39.33%	49.93%	1.19%	9.56%
<u>Improve Cultural, Recreational, & Educational Opportunities</u> Includes operating and creating recreational facilities and cultural facilities, providing recreational and cultural programs, maintaining parks, and trails.	30.37%	53.26%	2.52%	13.85%
<u>Improve Transportation</u> Includes transportation planning, maintaining roads and traffic operations.	40.81%	46.59%	1.78%	10.81%
<u>Provide A High Performing Government</u> Includes communication with residents, internal support functions, City management, Common Council, boards and commissions.	30.89%	50.44%	2.30%	16.37%

General Comments

- We pay a lot of taxes to live in the City of Westminster. I am not sure I see where it goes which makes me feel like we are not getting much back for what we pay.
- Be more efficient
- We pay taxes for all of these services
- A good bit of the city services should receive more funding
- We trust that you know what needs the most effort
- Don't know enough about all services funded
- These are always more needs than money to pay for them.
- I need to know what the City is doing to improve the City then I can comment
- This is not about additional funds, but how those funds are spent. City should evaluate all current programs & evaluate benefit vs. cost to overall tax base of the city.

Summary

	Less than a year	1 to 4 years	5 to 9 years	10 years or more
How long have you lived in Westminster?	4.07%	20.44%	18.00%	57.48%

	Yes	No	Don't Know
Do you think the overall City services provided by the City have improved since you have lived here?	48.15%	21.93%	29.93%

Table 5: Services that should receive more funding

Type of Comment	Frequency
Recreation & Parks	69
Police & Safety	59
Planning & Economic Development	50
Road & Street Repair	45
Transportation	29
Funding Comments	23
Utility Services	20
Water	19
Social Services	19
Housing	17
Environment	17
Pedestrian Accessibility	12
Education	10
Misc.	9
Total Comments	398

Table 6: What would you change about Westminster?

Type of Comment	Frequency
City Streets	98
Police & Safety	81
Future Growth	73
Planning & Development	62
Recreation & Parks	54
Public Works	51
Downtown Westminster	50
Taxes	43
Retail & Restaurants	38
City Administration	28
Job Opportunities	24
Public Transportation	24
Image & Identity of Westminster	23
Housing	20
Pedestrian & Bike Accessibility	17
Misc.	16
Positive Comments	14
Communication with City	13
Town Mall	13
Cultural Opportunities	9
Social Issues	8
Social Services	6
Airport	6
Cost of Living	4
Environment	4
Total Comments	779

2008 Community Vision Report Part 2: Community Vision Workshops

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Introduction: 2008 Community Vision Workshops

In the fall of 2008, the City of Westminster hosted a series of workshops inviting all citizens to participate and share their vision of the future of Westminster. These workshops were called “Community Vision Workshops.” The workshops were held on three different dates at three separate schools in order to provide several opportunities for residents to participate:

- ❑ East Middle School on October 15, 2008
- ❑ West Middle School on October 22, 2008
- ❑ Westminster Elementary School on November 6, 2008

About 400 survey respondents provided their home address and said that the City Staff could contact them for more information. These 400 residents were mailed postcards to invite them to the workshops. The three workshops had a total of forty attendees, including members of citizen boards and commissions.

Each workshop was organized using the same format. The attendees were broken into smaller groups and then asked a series of questions in which they were instructed to brainstorm and discuss the questions within their group before submitting their answers. The workshop featured three categories:

- ❑ Identity & Vision
- ❑ Economic & Community Development
- ❑ Future Growth & Development

Staff reviewed the answers that workshop attendees provided and organized the unique comments and suggestions into categories. The answers expressed ideas that help define how residents view the future of Westminster. This report lists the specific comments that best represent the categories of comments.

Workshop Introduction

Choose one word that describes the City of Westminster:

- College
- Home
- Neighborhood
- Unique
- Old
- Growing
- Friendly
- Activities
- Quaint
- Picturesque
- Limited
- Charming
- Historic
- Peaceful
- Complete
- Changing
- Pretty
- Defining
- Friendly
- Education
- Opportunities
- Unique
- Beautiful
- Simple
- Ancestors
- Roots
- Slipping
- Supportive
- Small-Town
- Potential

Category: Identity & Vision

Question 1

Group Brainstorm & Discussion:

Think about the “big-picture” of the City of Westminster: Consider the overall strengths of Westminster.

Individual Question:

Question 1: What do you like most about Westminster?

City Services

- Close to city services
- Convenient to city services
- Small town feel yet offers many services found in larger cities

Community

- The generosity of people
- Small, intimate, friendly community that still feels safe
- Westminster has had a great heritage of people of great integrity: hardworking, kind & friendly

Culture & Arts

- Many community activities and events such as Flower & Jazz Festival, or Fallfest
- Friendly, small town with strengths in arts and music
- Eclectic mixture of events for Downtown

Downtown

- Small town with an “up and coming” Main Street
- I love the charm & ambience of Main Street
- It has a “walking” downtown

Image & Identity

- Heritage and historical grounding
- City still has a “country” feel
- Friendly, old-fashioned, at-home feel

Assets & Amenities

- McDaniel College is an untapped gem
- Interesting restaurants that are local
- Walking trail

Size & Location

- Geographic location
- Size – not too small and not too big
- Everything is close: you can reach within 5 to 8 minutes - the hospital, grocery stores, library, extension services, parks, gardening supplies, etc.

Category: Identity & Vision

Question 2

Group Brainstorm & Discussion:

Think about the “big-picture” of the City of Westminster: Consider the overall weaknesses of Westminster.

Individual Question:

Question 2: What needs to be improved the most in Westminster?

Culture & Arts

- Need a performing arts center for the musicians of the community
- Events to keep residents here: youth, elderly, arts & entertainment for all ages
- Downtown needs more artists, galleries & restaurants w/ outdoor seating
- Lack of arts, theaters or activity outlets
- Need development of West Main Street to reflect the Arts (artists lofts, galleries, coffeehouse)

Downtown

- Need to attract unique businesses
- Need more people to spend money downtown from outside of Carroll County
- Downtown not exciting – traffic just goes onto 140
- Revitalization on Main Street is needed to encourage the arts
- Times to shop at downtown stores

Community Identity

- Need to cherish individualism and community diversity
- Cooperation among residents

Economic Development

- Better advertising of Downtown

- Economic development opportunities
- “Advertise & Market” the city to draw in the surrounding community
- Job opportunities
- Need to improve overall support of our local businesses

Environmental Health

- To be a more green city
- More attractive, keep it green

Historic Preservation

- Preservation of remaining town treasures, i.e. historic buildings, etc.
- More historic controls for buildings & preservation

Housing

- Negligent landlords
- Focus on higher density
- More affordable housing

Pedestrian Accessibility

- More pedestrian access
- Need more sidewalks to give people the choice to walk to destinations
- Need more walking, hiking, biking trails

Relationship with McDaniel College

- Need better interaction between college & community
- College is not a visible part of the community
- Need to tap McDaniel’s assets
- College and City needs to be tied together

Transportation & Traffic

- Traffic circulation, better connections, multiple choices to get where you are going
- Roads need improvement – widen to include bike lanes as well as resurface
- Need bus service with fixed routes

Category: Economic & Community Development

Question 3

Group Brainstorm & Discussion:

Think about where you spend your leisure time or where you work: Consider what you like to do for fun, how long it takes you to commute to work and/or if you had friends or family come to visit you, where would you take them or what would you do to “experience” Westminster?

Individual Question:

Question 3: What types activities or opportunities are missing in the City of Westminster?

Attractions & Events

- More art events, art related community events
- Inexpensive family events
- More festivals and events downtown to create more foot traffic
- Focus on history of Westminster (more walking tours)
- Informal talks, discussions by authors, etc.

Culture & Arts

- Fine arts, dance clubs and dinner theatres
- More activities for 12 to 18 year olds (such as under 21 dance club)
- More places for musicians to perform and learn
- Symphonies (used to come to WHS 3 times a year)
- Performing Arts Center and Interactive Science Center

Downtown Westminster

- Coffee shops on West Main Street
- Invite people to enjoy downtown through walking tours, more shops and younger crowds
- Connect to Ravens at McDaniel, Wine Festival, stroll the shops downtown

- Unique shopping, such as boutiques
- Increased protection for historic buildings

Economic Development

- Job opportunities
- Need to find ways to promote assets
- Better communication on events that are coming up

Pedestrian Accessibility

- Opportunities to walk to: activities, shopping, and recreation, offices - mixed in with residential areas – we should not be dependent on cars
- Connected walkway with interests for wheelchairs, slow walkers and for the aging population
- Gaps in overall sidewalk network (need to work with County)

Public Amenities

- Updated library (or bookstore) with a coffee shop, educational activities, different themes every month
- Amphitheatre (outdoor theater)
- Youth programs and senior programs
- Town Square

Recreation

- Dirt-bike tracks or rock climbing wall
- Roller-skating or ice skating rinks
- Need more hiking and walking trails
- Need a dog park

Category: Economic & Community Development

Question 4

Group Brainstorm & Discussion:

Think about your neighborhood from the physical parts to the overall atmosphere: Consider why you moved to your neighborhood, how long you plan to live in your neighborhood and/or would you recommend to friends or family to move into your neighborhood?

Individual Question:

Question 4: What would you like to see change in your neighborhood?

Community

- More neighborhood interaction
- A way to get to know your neighbors; good, bad or indifferent
- Neighbors get along with new neighbors
- Community or Neighborhood Associations

Downtown

- More artist areas or an Arts District
- Create downtown niche of small specialty shops
- Redevelop vacant businesses and open lots
- Increase protection for historic buildings

Recreation

- More organized events at city parks
- I like the walking trails and would like to see more outdoor park areas
- More playground equipment

Housing

- Flexible zoning that allows something “different and unique” for Westminster

- Help renters become owners
- Convert buildings into studio apartments like the “Torpedo Factory” Art Center
- Zoning changes to encourage better use of low-rent properties

Maintenance of Homes

- Residents need to use trashcans not just plastic bags (mess on collection day)
- Have the houses adhere to proper maintenance
- Rehabilitation and renovation of properties
- Trash kept to alleys not left in front (where alleys are available)
- I would like to see neighborhoods return to its former care of properties such as lawn care, repair of structures, sidewalk upgrades and flowers with landscaping

Pedestrian Accessibility

- Shoulders on roads so that bikes and walkers don’t get run over
- Non-motorized connector between shops and homes
- My development backs up to a shopping center – Please create a roadway or pedestrian connection between the development and the shopping center

Streetscape

- Fewer cars parked on the street
- More street trees on Willis Street and in other old established neighborhoods
- Have the telephone poles/wire buried as they are in new developments
- More street lighting

Category: Future Growth & Development

Question 5

Group Brainstorm & Discussion:

Think about how the City of Westminster “fits” into the State of Maryland. Consider what makes Westminster unique, how will Westminster grow or change in the future, and/or how do you want to leave Westminster for future generations?

Individual Question:

Question 5: What needs to be protected as Westminster grows?

Amenities & Assets

- Main Street
- Ravens training camp
- MD Wine Festival
- Carroll County Library

Residents & Community

- Community centered government
- Programs that unify the city and the community
- Needs of long-term Westminster residents

Environment

- Our water resources
- Trees and more of our natural spaces
- Green spaces
- Views or landscapes
- Control expansion and growth to protect the infrastructure and environment

Historic Value

- Remaining few historic & lovely homes left in Westminster

- Historic Buildings (The best old buildings have been torn down)
- Architectural charm and historic character
- Historic preservation of buildings

Image & Identity

- Protect a sense of space by not over-building
- Historic and quaint feel of the town and its attitude
- “Main Street feel”
- The old city charm of a small town

Recreation

- City parks
- Open space for parks and playgrounds
- Keep space for parks and recreation

Category: Future Growth & Development

Question 6

Group Brainstorm & Discussion:

Think about Westminster of today and the Westminster of tomorrow: Consider how you want to enhance the strengths and reduce the weaknesses, how there are parts of the City you want to protect and other parts you want to change, but most importantly how to make the City of Westminster a place where people want to live, work, visit and play.

Individual Question:

Question 6: What are the most important issues facing Westminster over the next 20 years?

Overall City Infrastructure

- Adequate facilities
- Mass transportation
- Airpark
- Water management

Community Development

- Programs that unify the City and community
- More recreation for adults & more support for walking programs
- Opening up opportunities for children to excel in the arts. Sports programs are in good shape but the arts are challenged.
- Maintaining and expanding volunteerism
- Affordable housing

Economic Development

- Development of artistic community and culture
- Create activities to draw people downtown
- Economic development opportunities

- Economic health to draw people into town rather than just driving through
- Moderate-income housing opportunities coupled with activity centers, shopping, eating and cultural activities

Environmental Health

- Environmental issues
- Energy conservation
- Air quality

Historic Value

- Protecting what we love: small town, historic town
- Historic protection
- Preservation of historic character

Image & Identity

- Appeal to younger families and drawing in new families
- Better marketing of the Westminster image
- Resist "Anytown, USA" development

Availability of Jobs

- Increase job opportunities (high-tech, white collar)
- Recruit, advertise and make available employment opportunities for people where they live

Public Safety

- Citizen safety
- Maintaining public safety

Smart Growth

- Development greater than services can handle
- City growth – but preventing sprawl
- Keep the city walkable and vibrant
- Maintaining quality of life while controlling growth

Workshop Conclusion

Consider the following Community Vision categories:

A) Identity & Vision

B) Economic & Community Development

C) Future Growth & Development

When thinking about the future of Westminster, what issue is most important to you?

Improve Neighborhood Quality

- I want to see more people enjoying their neighborhoods
- Need investment by individuals in the community, maybe more home-ownership, protect beautiful architecture: give people a sense of wanting to invest.
- More neighborhood associations to deal with community issues.
- More neighborhood interaction

Historic Preservation

- Protect historic architecture: especially in infill projects and new developments.
- I think that we live in a beautiful county full of history. We need to appreciate the history with design and architectural guidelines that would protect our character. The architecture is a hidden treasure.
- We need historic preservation because our town deserves to make Westminster more valuable.
- We need to improve Downtown Westminster. We should care more about the appearance of Main Street from trash and weeds to building facades. We need to get people on the same page where we inspire people with the beauty and aesthetic.

Downtown Revitalization

- On West Main Street we need galleries, places where artists can rent and work (studio apartments), coffeehouses. I want to see a Renaissance of the West Side of Main Street all the way to McDaniel.

- Similar to Frederick – How did Frederick “do it”? We need to see what we have to be preserved but used at the same time.
- Route 27 corridor is important. We need to implement the “Mixed Use Infill Zone” – focusing on “vertical development” – Route 27 is the link to Main Street.
- Preserve Downtown Westminster as a unique destination. Downtown is what makes us unique and is it where local entrepreneurs are located.
- Enhance opportunities for performing artists.

Future Growth & Development

- Affordable green houses that are energy efficient, with green footprint
- Promote mixed-use buildings
- Need more pedestrian accessibility, such as more trails and fewer cars.
- Control growth
- Preserve green space
- Preserve small town charm
- Grow responsibly
- Bring in high-tech businesses
- Focus on the town
- Safety & security